

**From:** "Blair Taylor" <btaylor@memphistomorrow.org>  
**To:** "Ben C. Adams Jr." <badams@bakerdonelson.com>  
"William Gibbons \(\wgibbons\)" <wgibbons@memphis.edu>  
**Date:** 8/31/2017 3:37:51 PM  
**Subject:** Fwd: performance dashboard for MPD recruit/retain

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Sent from my iPhone. Please excuse typos.

Begin forwarded message:

**From:** "Smith, Alexandria" <Alex.Smith@memphistn.gov>  
**Date:** August 29, 2017 at 5:16:28 AM CDT  
**To:** Blair Taylor <btaylor@memphistomorrow.org>, "McGowen, Doug" <Doug.McGowen@memphistn.gov>  
**Subject:** RE: performance dashboard for MPD recruit/retain

Blair - can you provide more context? Where is this request coming from? We provided a high level stop light dashboard last quarter.

Alex Smith  
City of Memphis, Chief HR Officer  
mobile: 901-395-9378

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**From:** Blair Taylor  
**Sent:** 8/28/2017 9:35 PM  
**To:** Smith, Alexandria; McGowen, Doug  
**Subject:** performance dashboard for MPD recruit/retain

Alex, It was great having lunch with you the other day!  
Doug, I hope you're well!

I'm hoping y'all might be willing to put together an MPD recruit/retain performance dashboard for our grant funders that captures all the recruit/retain goals that the grant funds are supporting. Of course there are the final outcomes goals in the grant agreement, but there are some interim process/performance goals that will help guide continuous improvement and keep us apprised of how the strategies are working.

Of course this falls in Alex's dept., and also to Director Rallings (esp force multiplier items) but Doug, because you led the establishment of the city of Memphis office of performance management (through an MT grant) and now oversee that work, I know we'd benefit greatly from your guidance on this effort also.

Just to get us thinking on this, the kinds of things I'm thinking would be helpful in a dashboard for internal stakeholders and grantors to monitor and use to guide continuous improvement include:

Officer recruitment

1. # of total officers and # of pst's against the 2017, 2018, 2019 goals for each;
2. # and dates of classes for officers and pst's (with targeted number of recruits and graduation yield goal for each class) for 2017, 18 and 19

3. Recruitment source diversification goals: specific goals on new recruiting sources and number of recruits targeted from each new source; and then include progress against these goals.

#### Officer retention

1. Officer and PST attrition -annual goals against actual
2. Retention bonus participation rate (total uptake from among eligible candidates) –annual goals against actual
3. Bonus participants attrition rate vs non participant eligible candidates vs total population of officers – annual goals against actual

#### Force multiplier

1. # of PSTs handling traffic -annual goals and actual
2. Percentage of traffic duty hours handled by PSTs vs sworn officers- annual goals and actual
3. # of sworn officer hours redeployed from traffic to other MPD duties -annual goals and actual

Would y'all take a look at these and draft up a suggested approach?

Blair

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